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Case Study

Empowering Managers Leads to More Resilience for Mimecast's Customers

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Manager Empowerment Case Study

"I think employee engagement is a shared responsibility and managers have to have a strong level of ownership in that process," said Julie Thomas, Senior Director of Human Resources at Mimecast. "Prior to launching Glint, we didn't have tools and resources available and we didn't have a lot of information available for managers to use in order to feel like they could engage in that process."

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Mimecast is a company on a critical mission: to make global businesses more secure, starting with email. Currently, the organization's goal is to move faster and innovate continuously in service of expanding its cyber security offerings to help organizations become more resilient. Meanwhile, the team is focused on delivering "Legendary Customer Success" as the company grows rapidly.

The leaders at Mimecast have always recognized the importance of people, culture, and organizational chemistry. "This business is becoming more powerful and more resilient as we come together," said Peter Bauer, CEO at Mimecast. "So where will we be in 5 years time, 10 years time? I'm too curious to stop wanting to keep looking and moving forward with that. I'm so excited to see what we're going to do all together."

While engagement has always been important to Mimecast's managers, they previously had no efficient way to collect information from their teams to understand barriers to their happiness and success. With the prior approach, Mimecast's HR Business Partners would do their best to gather employee feedback through various channels, including focus groups, adding up to additional work, time, and deadlines to hit. Moreover, only receiving information from those who were actually willing to share wasn't going to advance the company's goal to create an innovative, more engaged culture.

Mimecast partnered with Glint in 2017 to help scale the company's culture as it experienced rapid growth. The partnership aimed to drive continuous improvement by harnessing an ongoing stream of employee feedback. Glint would also democratize the feedback process — providing managers with team-level engagement data — while significantly reducing time-to-action.

With Glint, managers receive their team's results in real time, which have been pre-analyzed to surface hot topics, trends, and areas of opportunity. With the platform's Action Planning system, managers can quickly understand what their team's most important challenges are and create a robust plan to address them. Managers then empower their individual teams to own action planning items, bringing their people into the process. Employees now feel that their voices are being heard as they see incremental progress being made against action items.

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As a result, HRBPs partner with and coach team managers, by meeting with them during the action planning process to ensure that they are making progress on the items that are considered a top priority, rather than trying to solve everything at once.

Customer Success Manager Alex Yuen commented, "Glint is a great tool for all employees to provide confidential feedback and to really be able to have a voice in what they're looking for. They can also talk about what opportunities that Mimecast can provide for them as they go through their journey with the company."

Glint has given managers the opportunity to be more transparent with their teams and break down their own areas of improvement and strengths. For example, past surveys indicated that employees were feeling disconnected from the strategic vision for both customer operations and the business. With this insight, the leadership team doubled down on communication about the company's mission and vision. On subsequent surveys, employees have expressed a stronger sense of connection to the business's goals.

In another instance, employees noted on surveys that they didn't have clear career paths at Mimecast. Managers understood the urgency and importance, and took the initiative to work with their teams to help carve out their career paths. Through their new Competency Model, clear career ladders and opportunities have been shared. The model goes into detail and clearly outlines the competencies needed to be successful in all roles across Mimecast. Managers are also given new tools to help their teams with their Mimecast journeys.

At its core, Mimecast is dedicated to ensuring customer happiness — a mission that begins with happy employees. With Glint, Mimecast is better equipped to understand and respond to engagement challenges in real time, with the help of a crop of empowered, enlightened managers. "I feel really fortunate to work with the people at Mimecast," added Julie. "We all work hard and accomplish a lot, but we also have fun doing it, and I think that's a really important component of why I look forward to coming to work every day."

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Your people at their best.

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